

Human Capital Strategy: Accountable Property Officers

Background

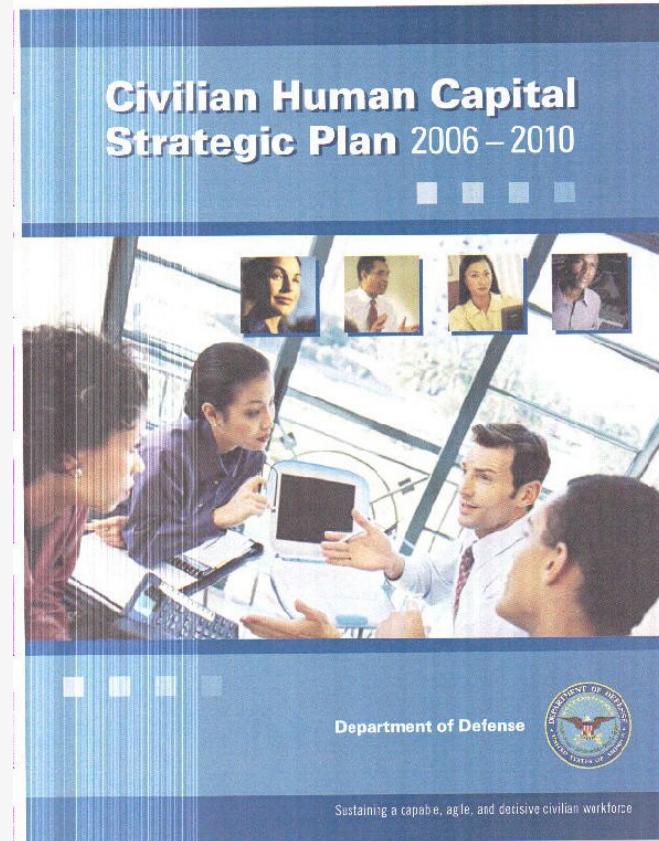
- **President's Management Agenda**
- **Legislation (Nat'l Defense Auth. Act)**
- **Quadrennial Defense Review**
- **National Security Personnel System**
- **DoD Strategic Human Capital Plan**
- **OUSD AT&L Human Capital Plan**

Background (cont.)

**Section 1122 of 2006
National
Defense Authorization Act
requires a “strategic human
capital plan” to include:**

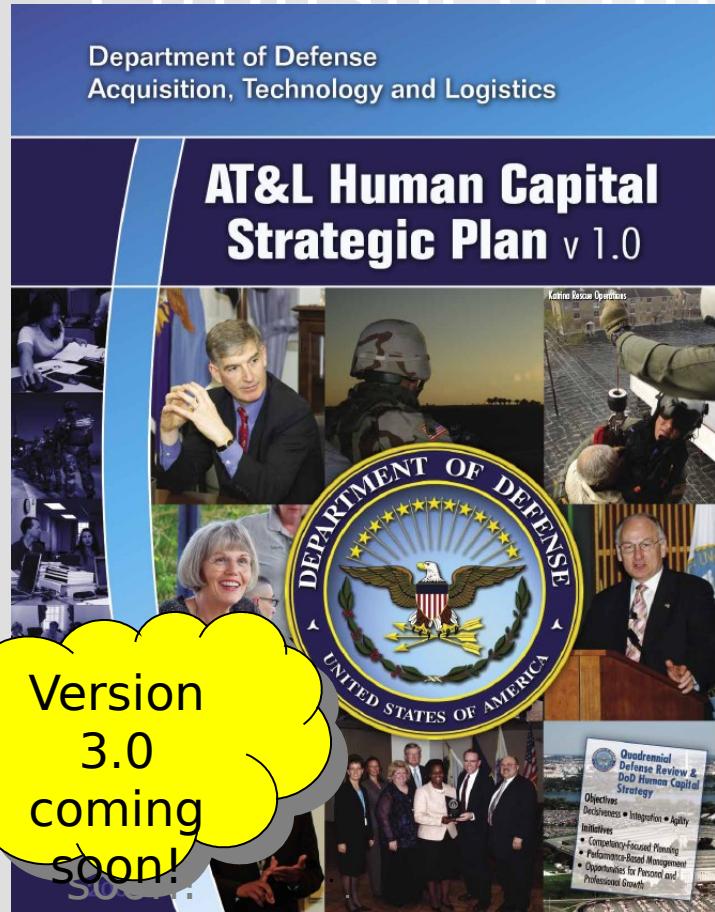
- **An assessment of:**
 - skills and competencies needed of the workforce;
 - projected trends of that workforce (retirements, etc.);
 - gap analysis
- **A plan of action for developing and reshaping the civilian employee workforce**

www.cpms.osd.mil



AT&L Human Capital Strategic Plan

Published June 13, 2013



GOALS:

- 1. Alignment and full integration with overarching DoD Human Capital Plan**
- 2. Maintain decentralized execution strategy that recognizes the Components' lead role and responsibility for force planning and workforce management**
- 3. Establish a comprehensive, data-driven workforce analysis and decision-making capability**
- 4. Provides learning assets at the point of need**
- 5. Execute DoD AT&L communication Plan (common message)**

OUSD AT&L Memorandum dated December 6, 2006

- **Director, Acquisition Resources and Analysis, in coordination with the Director, Defense Procurement and Acquisition Policy, and President, Defense Acquisition University shall:**
- **Develop a strategic human capital plan for Accountable Property Officers**
- **Identify core competencies for Accountable Property Officers, as appropriate.**
- **Develop training, education, and experience requirements as required for non-AT&L Workforce segments of the property management workforce**



OFFICE OF THE UNDER SECRETARY OF DEFENSE
3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

DEC 06 2006

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Property Management Workforce

The Secretariat of Defense has established a goal for DoD to improve its business management practices. Consistent with that goal, the Department has taken steps to improve the accountability and management of equipment and other accountable property. For example, each Military Department and Agency now has a financial improvement plan that includes requirements for existence, completeness, and valuation of assets. Also, the Defense Contract Management Agency is planning to stand up a property administration division. More needs to be done, however, particularly in the area of personnel resources needed to successfully execute the property management mission.

The property management mission is performed by several segments of the DoD workforce. For example, the DoD-wide Acquisition, Technology and Logistics (AT&L) Workforce includes approximately three-hundred Industrial Property Management Specialists (GS-1103) who administer Government property in the possession of contractors. In addition, outside of the AT&L Workforce, there are a number of Accountable Property Officers (APOs) who manage Government property within the Department, and an unknown number of hand-receipt holders with property custodial duties.

This property management workforce faces several challenges. For example, according to the 2005 Annual Report on the Federal Acquisition Workforce, almost one third of those currently in the GS-1103 series are now eligible for retirement. Moreover, there are no minimum experience and education standards for APOs, and no standardized training requirements for hand-receipt holders.

Through implementation of the initiatives identified in the AT&L Human Capital Strategic Plan, OUSD (AT&L) is aggressively addressing the issues effecting Industrial Property Management Specialists in the AT&L Workforce. We must also address our long-term ability to meet the Department's overall property management mission as it relates to workforce issues outside of the AT&L Workforce. We are developing, along the lines of the attached actions, the first steps needed to augment ongoing initiatives in

tal issues for APOs and hand receipt on.

5, please provide Mr. Tom schel@do.d.mil, with the name, phone t who will work with us to complete Mr. Ruckdaschel if you have any ppreciate your support in this important

Ray T. Assad
Director, Defense Procurement and Acquisition Policy

OUSD AT&L Memorandum dated December 6, 2006.

- **Military Departments/DoD Components shall:**
- **Identify Accountable Property Officers; ensure responsibilities are addressed in job descriptions/performance requirements**
- **Ensure that Industrial Property and Accountable Property Officer outcomes are tied to DoD goals**
- **Align Industrial Property Manager and APO resources to the appropriate human capital strategic plan**


OFFICE OF THE UNDER SECRETARY OF DEFENSE
3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000
DEC 06 2006

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
DIRECTORS OF THE DEFENSE AGENCIES

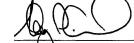
SUBJECT: Property Management Workforce

The Secretariat of Defense has established a goal for DoD to improve its business management practices. Consistent with that goal, the Department has taken steps to improve the accountability and management of equipment and other accountable property. For example, each Military Department and Agency now has a financial improvement plan that includes requirements for existence, completeness, and valuation of assets. Also, the Defense Contract Management Agency is planning to stand up a property administration division. More needs to be done, however, particularly in the area of personnel resources needed to successfully execute the property management mission.

The property management mission is performed by several segments of the DoD workforce. For example, the DoD-wide Acquisition, Technology and Logistics (AT&L) Workforce includes approximately three-hundred Industrial Property Management Specialists (GS-1103) who administer Government property in the possession of contractors. In addition, outside of the AT&L Workforce, there are a number of Accountable Property Officers (APOs) who manage Government property within the Department, and an unknown number of hand-receipt holders with property custodial duties.

This property management workforce faces several challenges. For example, according to the 2005 Annual Report on the Federal Acquisition Workforce, almost one third of those currently in the GS-1103 series are now eligible for retirement. Moreover, there are minimum experience and education standards for APOs, and no standardized training requirements for hand-receipt holders.

Through implementation of the initiatives identified in the AT&L Human Capital Strategic Plan, OUSD (AT&L) is aggressively addressing the issues effecting Industrial Property Management Specialists in the AT&L Workforce. We must also address our long-term ability to meet the Department's overall property management mission as it relates to workforce issues outside of the AT&L Workforce. We are developing, along the lines of the attached actions, the first steps needed to augment ongoing initiatives in


Ray T. Assad
Director, Defense Procurement and Acquisition Policy

tal issues for APOs and hand receipt on.
5, please provide Mr. Tom schel@do.d.mil, with the name, phone t who will work with us to complete Mr. Ruckdaschel if you have any ppreciate your support in this important

Today

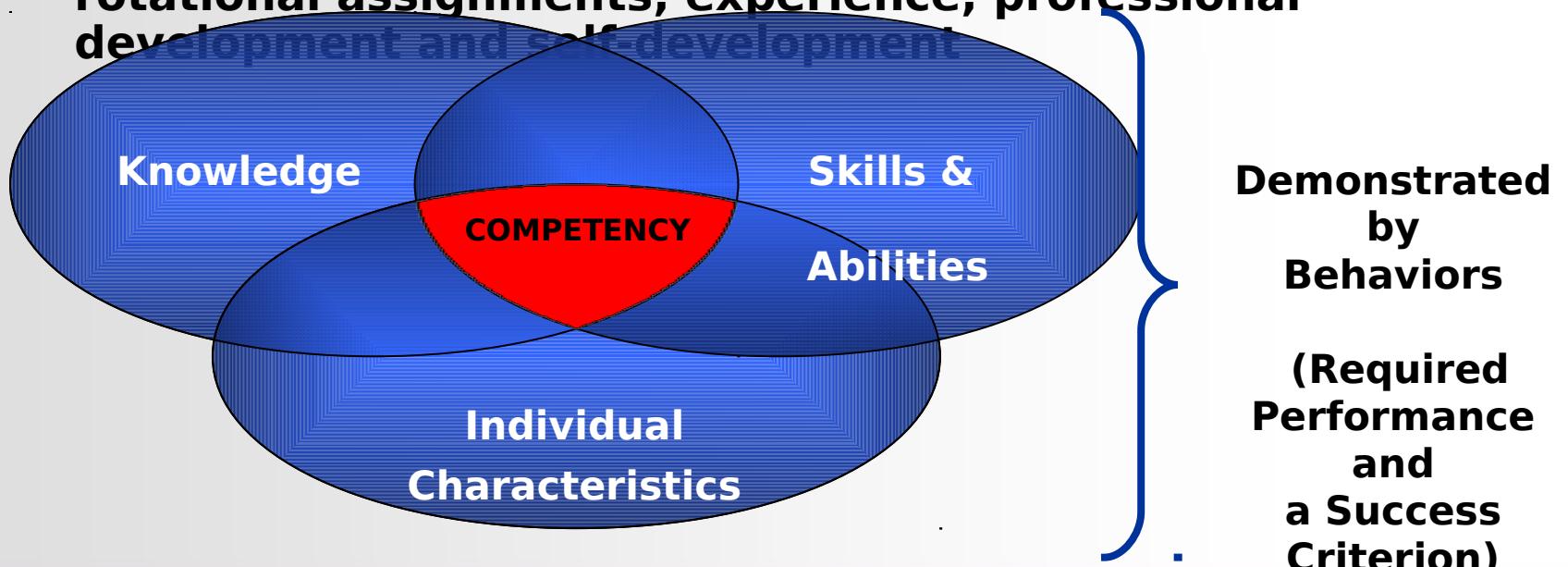
- **Two Efforts On-Going**
 - Acquisition workforce (Industrial Property, GS-1103s)
 - Non-acquisition workforce (Accountable Property Officers)
- **GS-1103 nearly completed. Expect final report sometime mid-summer**
- **Accountable Property Officers. Just starting**

Observations

- **GS-1103s, Industrial Property Specialists: A part of the Acquisition workforce, yet in many ways isolated**
 - Role is larger and more complex than most realize; need for business acumen is on par with other “contracting” professionals
 - What do they do? They “do” property
 - Training & education are driven by low expectations, e.g., College degrees “preferable” (like most other acquisition positions”)
- **More vulnerable to demographic effects, due to small population (approximately 400 DoD-wide)**

What is a Competency?

- “ an observable, measurable pattern of skills, knowledge, abilities, behaviors & other characteristics that an individual needs to perform work roles or occupational functions successfully.” (OPM definition)
- Developed and attained through education, training, rotational assignments, experience, professional development and self-development



Why Develop Competencies Now?

- **DoD Acquisition Mission Challenges and Stakeholder Interest Drive Need for Improved Competency Management**
 - President's Management Agenda - Human Capital, Leverage Technology
 - Congressional Concern - Acquisition Outcomes, Human Capital
 - Human Capital Planning for DoD AT&L Workforce identified as "High Risk" by GAO
 - OPM Human Capital Assessment and Accountability Framework
 - QDR and DoD Human Capital Plan
- **AT&L Human Capital Strategic Plan**
 - Improved Competency management is key outcome
 - HCSP Goal 1 mandates current, standardized functional competencies
 - HCSP Goals 3 and 4 rely on competencies
 - Key enabler for CORE Plus Certification Framework

Competency Management Outcomes

Succession Planning

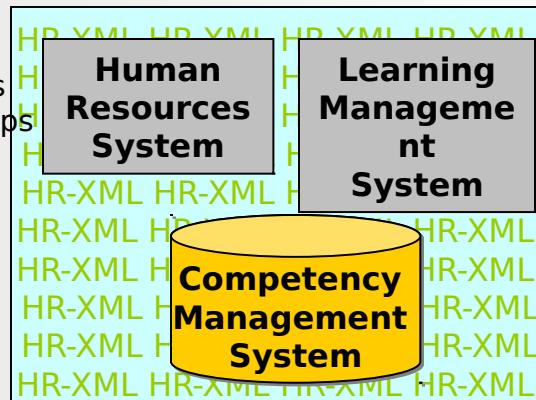
- Identify expected critical vacancies
- Identify employees & candidate gaps

Training and Education

- Analyze skill gaps
- Assess optimal timing
- Target to work requirements
- Performance metrics
- Training evaluation
- Training needs assessment

Organizational Effectiveness

- Identify redundant operations
- Link to Mission Goals



Mission Support

- Analyze alignment between the skills and the mission

Workforce Planning

- Retain key skills
- Identify competencies for future missions
- Plan for projected retirements

Career Planning

- Develop career management accounts

Selection

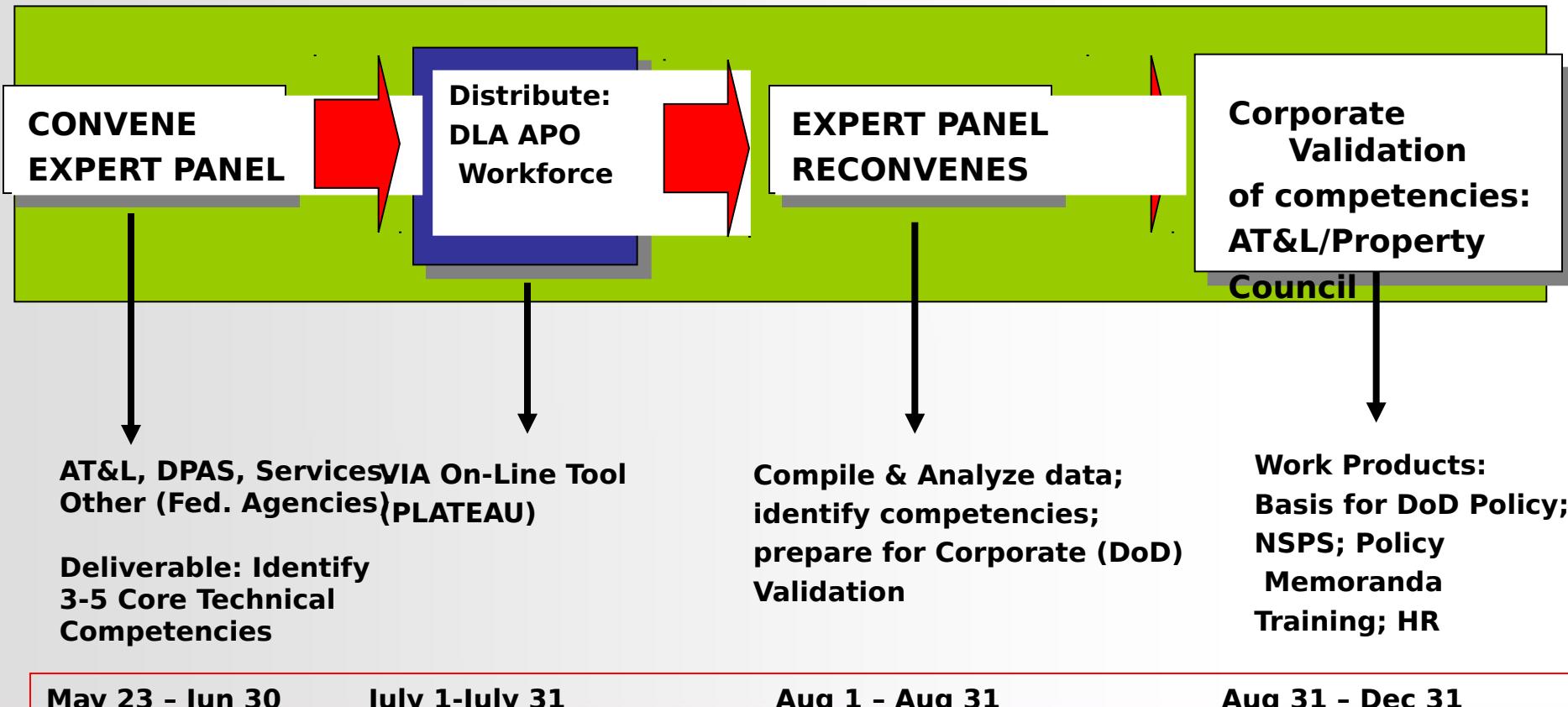
- Identify skills for superior performance
- Explain career development to prospects

Core Technical Competency Process

Defense Logistics Agency PILOT

[Consistent with Acquisition Workforce Competency Model]

- **Announce: May 9 FIAR Mtg./KICK OFF May 23**
- **Service participation is CRUCIAL!**



Financial Liability for Property Lost, Damaged, Destroyed or Stolen FMR, Volume 17, Chapter 7

Loss, Damage, Destruction & Theft

FMR, Volume 17, Chapter 7

- **Chapter is restructured to reflect the three major types of DoD Property: Equipment, Material (Inventory), and Real Property**
- **Policy language is now consistent with the Department's Accountable Property threshold:**
 - Formal investigation for property valued at \$5,000 or more; classified or sensitive; capital lease property*;
 - Simple inquiry for other property; formal investigations still permitted if circumstances warrant
- **Also, now included:**
 - New language on losses of monetary assets (cash) valued at \$750.00—consistent with FMR Volume 5, Chapter 6, “Irregularities in Disbursing Accounts” (major loss of funds)
 - New language to accommodate Losses of Government-furnished Real Property and Equipment

*Consistent with DoDI 5000.64

Any Questions?